CHAPTER 9 COMBAT SERVICE SUPPORT

CONTENTS

COMBAT SERVICE SUPPORT OPERATIONS (FM 71-3, FM 63-20, FM 71-2, FM 100-10)

The objective of combat service support (CSS) is to maintain combat power and momentum by sustaining combat forces. The brigade commander plans his tactical and CSS operations concurrently. He ensures that his scheme of maneuver and fire support plan are logistically supportable. If CSS planners identify constraints, the commander must evaluate the risks. If necessary, the commander establishes new priorities or modifies his tactical plan to eliminate or reduce the effect of the constraints.

CSS planners must:

•Understand the commander's intent and priorities.
•Track and monitor the battle.
•Anticipate requirements and take action to meet them.
•Pre-position supplies and equipment.
•Actively push support forward.
•Seek windows of logistics opportunity.
•Use established routines during lulls in battle to rearm, refuel, and repair.
•Detect, report, fix, and neutralize rear area threats within CSS security capabilities.

BRIGADE COMBAT SERVICE SUPPORT

The brigade CSS participants are TF combat and field trains, the FSB, and DISCOM and COSCOM units. Unit-level CSS for the divisional brigade is organic to its headquarters company and its assigned maneuver battalions.

■ BRIGADE SUPPORT AREA ■

The BSA is the personnel and logistics hub of the maneuver brigade. It includes the brigade rear CP; FSB; selected COSCOM elements; field trains of subordinate maneuver, DS artillery, and engineer battalions; DS MPs; MI battalion elements; and the part of the division extension signal platoon that supports the brigade.

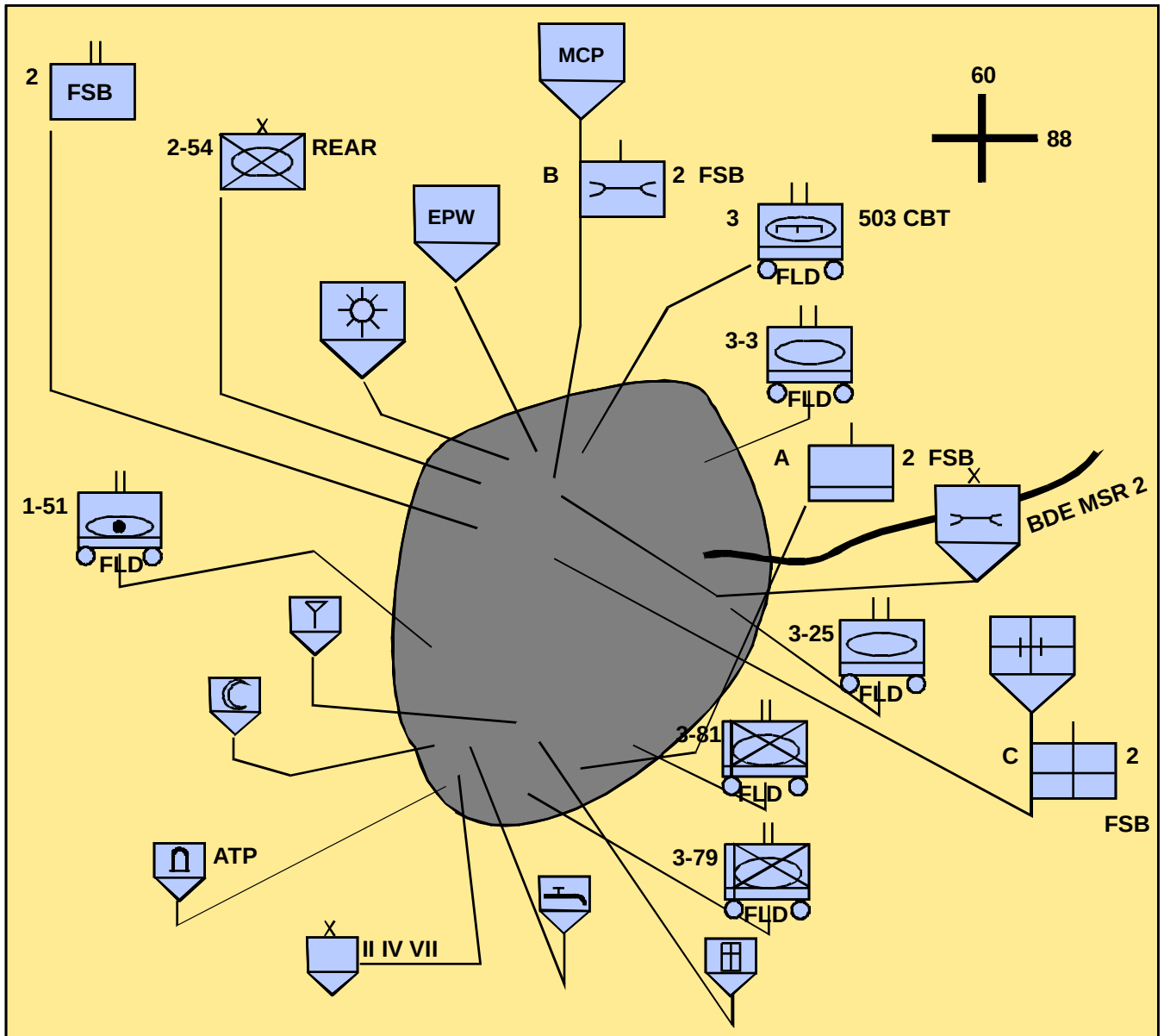

Figure 9-1. Possible BSA Organization.

BRIGADE COMMANDER, FSB COMMANDER, AND STAFF INTERFACE

The brigade commander is responsible for overall planning and integration of all aspects of brigade operations, including CSS in the brigade area of operations.

■ CSS PLANNING ■

CSS planning analyzes brigade requirements during all phases of an operation. The staff planning process must consider the supportability of each proposed COAs. Once the commander selects a COA, CSS planning focuses on sustaining all phases of the COA.

■ SUPPORTING THE OFFENSE ■

The availability of adequate supplies and transportation to sustain the operation becomes more critical as the operation progresses. Supply lines of communications are strained, and requirements for repair and replacement of weapon systems mount. During offensive planning, CSS considerations include:

- **Forward positioning of essential CSS, such as ammunition, POL, and maintenance, preferably at night.**
- **Increased consumption of POL (terrain is a major factor).**
- **Using preplanned and preconfigured push packages of essential items, including water, Classes III and V supplies, and decontamination and MOPP gear.**
- **Using throughput distribution whenever feasible.**
- **Attaching CSS elements to supported maneuver units; however, CSS elements must be as mobile as the units they support.**
- **Transitioning designated support capabilities forward and initiating operations at the new site before ceasing operations at the old site.**
- **If necessary, using captured enemy supplies and equipment, particularly vehicles and POL.**
- **Planning for adequate communications between tactical and CSS units.**
- **Preparing for increased casualties and requirements.**
- **Uploading as much critical material (IIIb, IIIp,V) as possible.**
- **Ensuring that CSS preparations for the attack do not give away tactical plans.**
- **Coordinating real estate management to preclude attempted occupation by more than one unit.**
- **Planning for future operations, ie: defense or continued offense.**
- **Have FSB TOC monitor battle to track and anticipate CSS requirements.**

SUPPORTING THE DEFENSE

The aims of CSS activities in the defense are to support defensive battles and facilitate rapid transition to the offense. To support the defense, the FSB should:

- **Consider stockpiling limited amounts of ammunition and POL in centrally located battle positions (in the forward MBA).**
- **Have the FSB TOC monitor and track the on-going battle to anticipate CSS requirements.**
- **Institute a C2 plan for CSS vehicles in the brigade area.**
- **Send forward push packages of critically needed supplies on a scheduled basis**
- **Resupply during periods of limited visibility to reduce the chances of enemy interference.**
- **Consolidate different types of System Support Teams into Maintenance Support Teams (MST) to maximize the use of available personnel and vehicles.**
- **Dispatch MST far forward in the MBA to reduce the need to evacuate equipment.**
- **Consider providing the security force with pre-positioned stocks of critical supplies in subsequent defensive positions throughout the security force area.**
- **Plan for increased demand of decontaminants and MOPP gear.**
- **Plan for high expenditures of ammunition.**
- **Plan for decreased vehicle maintenance.**
- **Plan for increased demand for obstacle and fortification materials.**
- **Establish ambulance exchange points to use ambulances efficiently.**
- **Plan for ADA coverage consistent with AD priorities, with emphasis on passive AD measures.**
- **Coordinate with civil affairs personnel concerning refugee control and CSS requirements.**

■ SUPPORT FOR RETROGRADE OPERATIONS ■

CSS for retrograde operations is particularly complex because many activities may be taking place concurrently. CSS elements must be prepared to:

- **Echelon in depth and rearward.**
- **Limit the flow of supplies forward to only the most essential positions. All other supplies and equipment are evacuated early.**
- **Evacuate supplies and equipment to planned fallback points along the withdrawal routes.**
- **Keep supply and evacuation routes open and decontaminated.**
- **Withdraw forward medical treatment units as early as possible.**
- **Evacuate patients early, develop alternate means of evacuation, and augment field ambulance capabilities when possible.**
- **Recover or evacuate equipment rather than risk being overrun while repairing at forward sites.**

continued

- **Move all nonessential CSS units and facilities to the rear as early as possible.**
- **Supply and evacuate at night and during other periods of limited visibility.**
- **Maintain full knowledge of the current tactical situation.**

FORWARD SUPPORT BATTALION

The FSB commander is the brigade commander's CSS operator. Each FSB provides dedicated DS-level logistics support for a specific maneuver brigade and to all divisional units in the brigade area of operations.

The FSB is the brigade's central conduit for all classes of supply as well as water and unclassified maps. It also provides DS-level maintenance, health services, field services, and materiel collection and classification.

Along with the rear CP, the FSB monitors the size, location, and CSS requirements of all units in the brigade area.

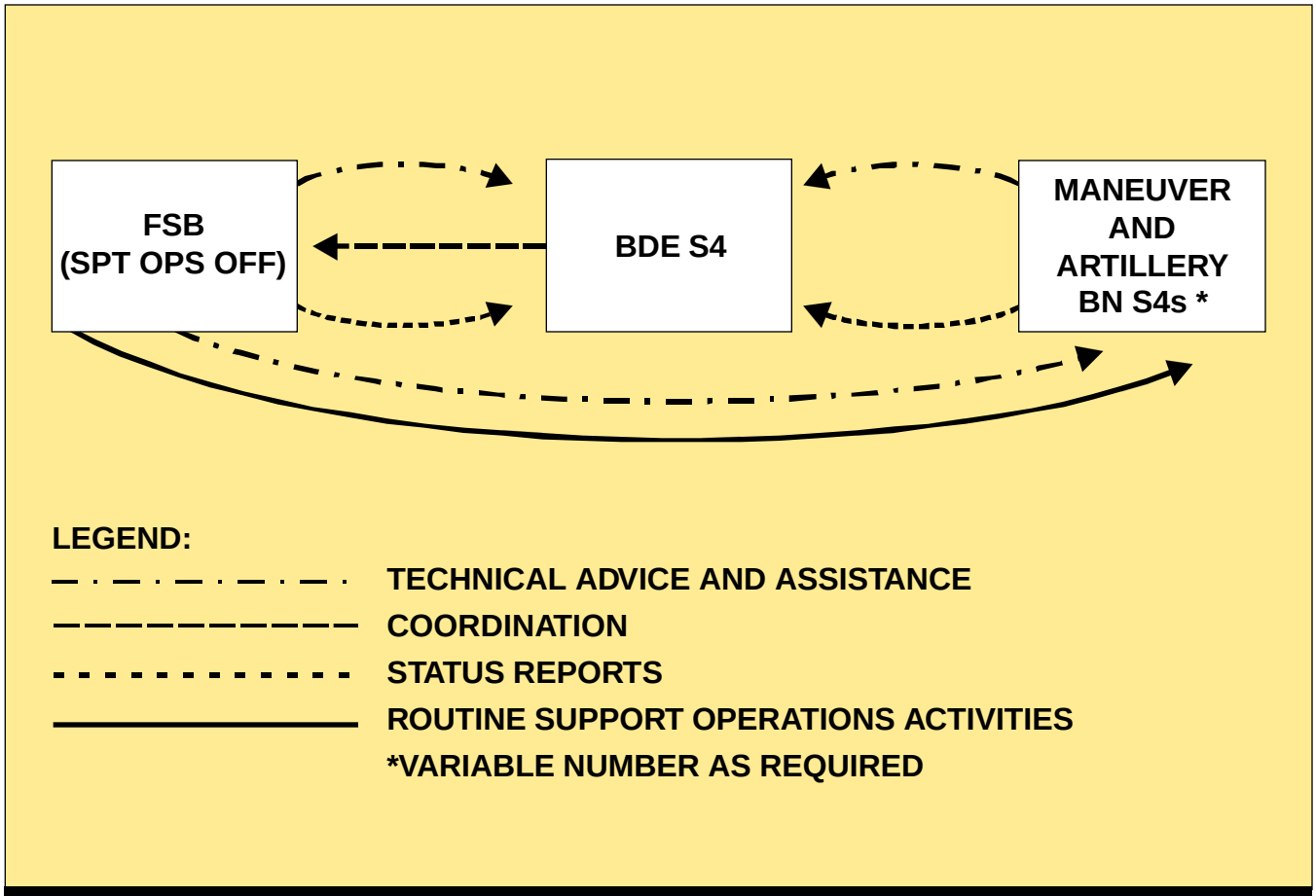

Figure 9-2. FSB/Supported Unit Relationship.

BRIGADE TRAINS OPERATIONS

The brigade uses a system of combat and field trains to provide unit-level CSS for its maneuver units. Trains are organic to the maneuver TFs and are organized and equipped to provide support well forward.

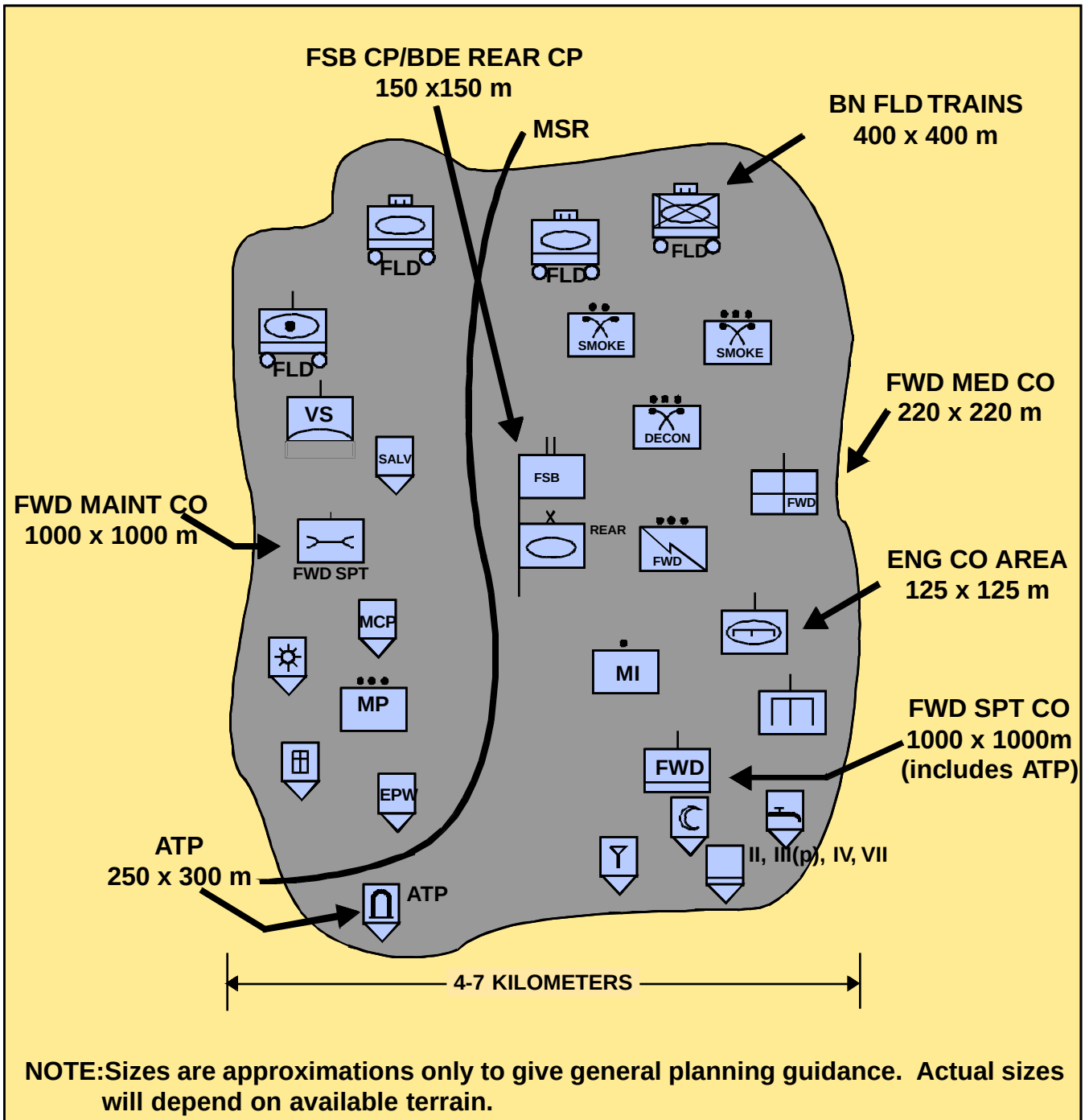

Figure 9-3. Sample BSA Layout (Division Elements).

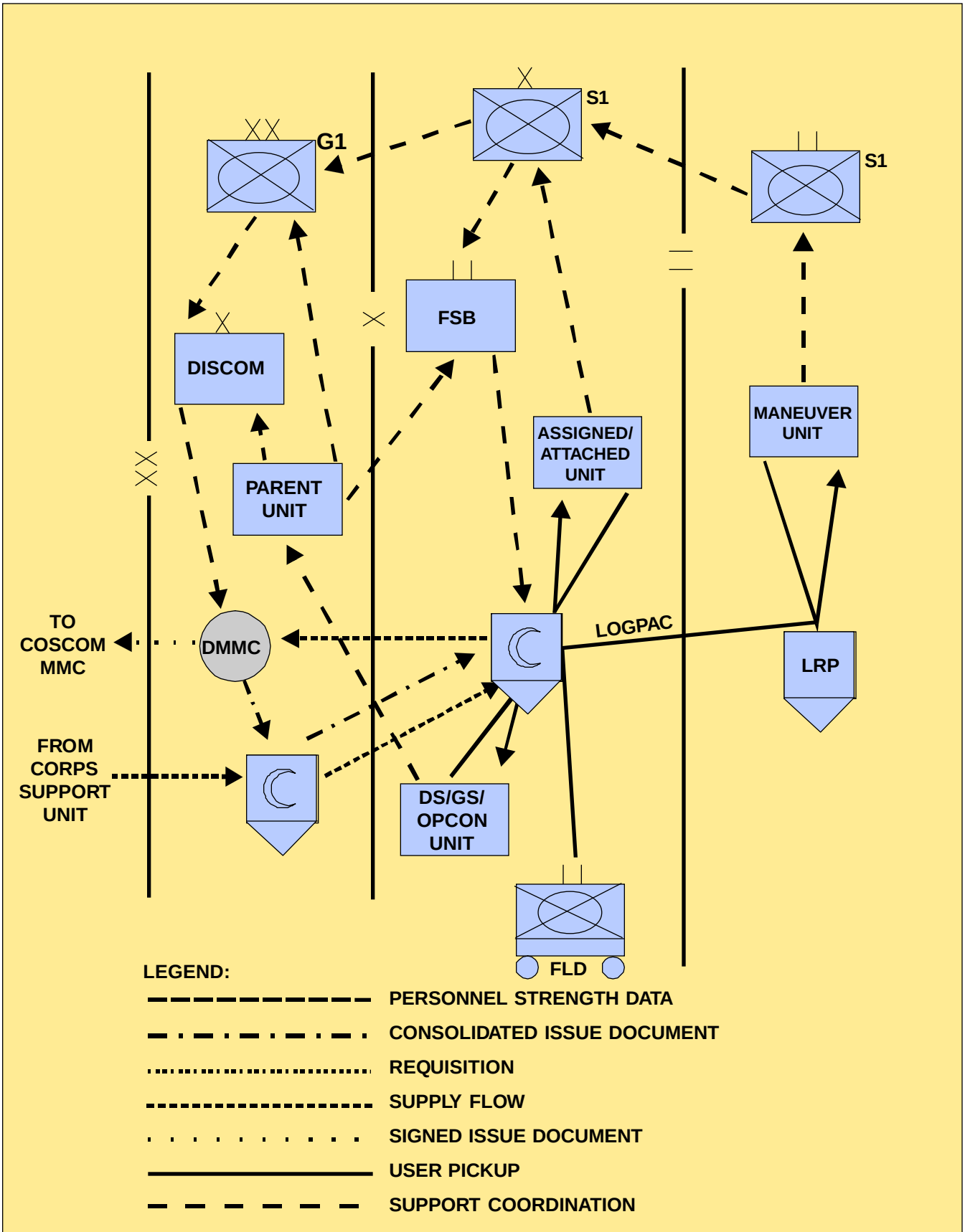

Figure 9-4. Class I Supply.

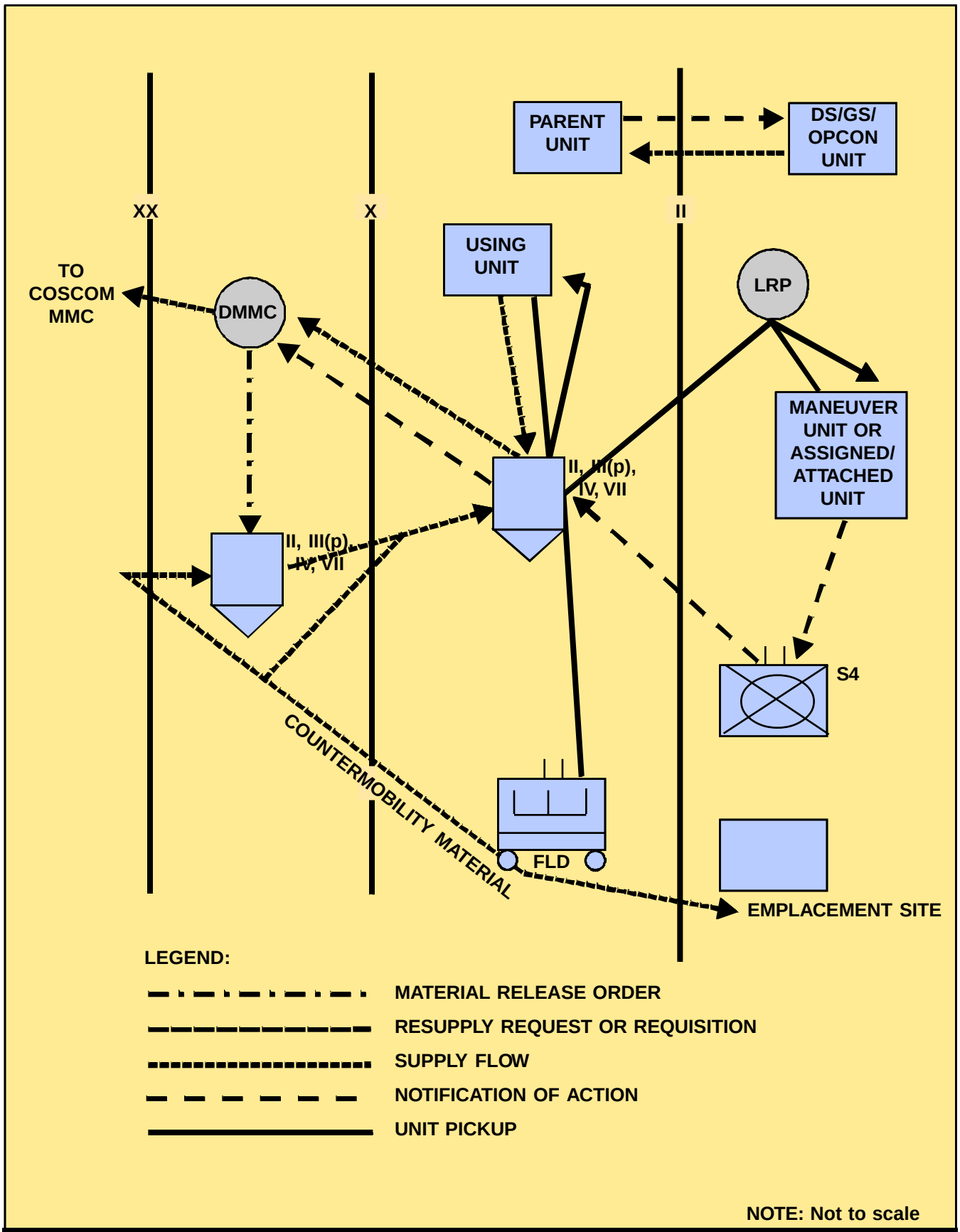

Figure 9-5. Class II, Packaged III, IV, and VII Supply.

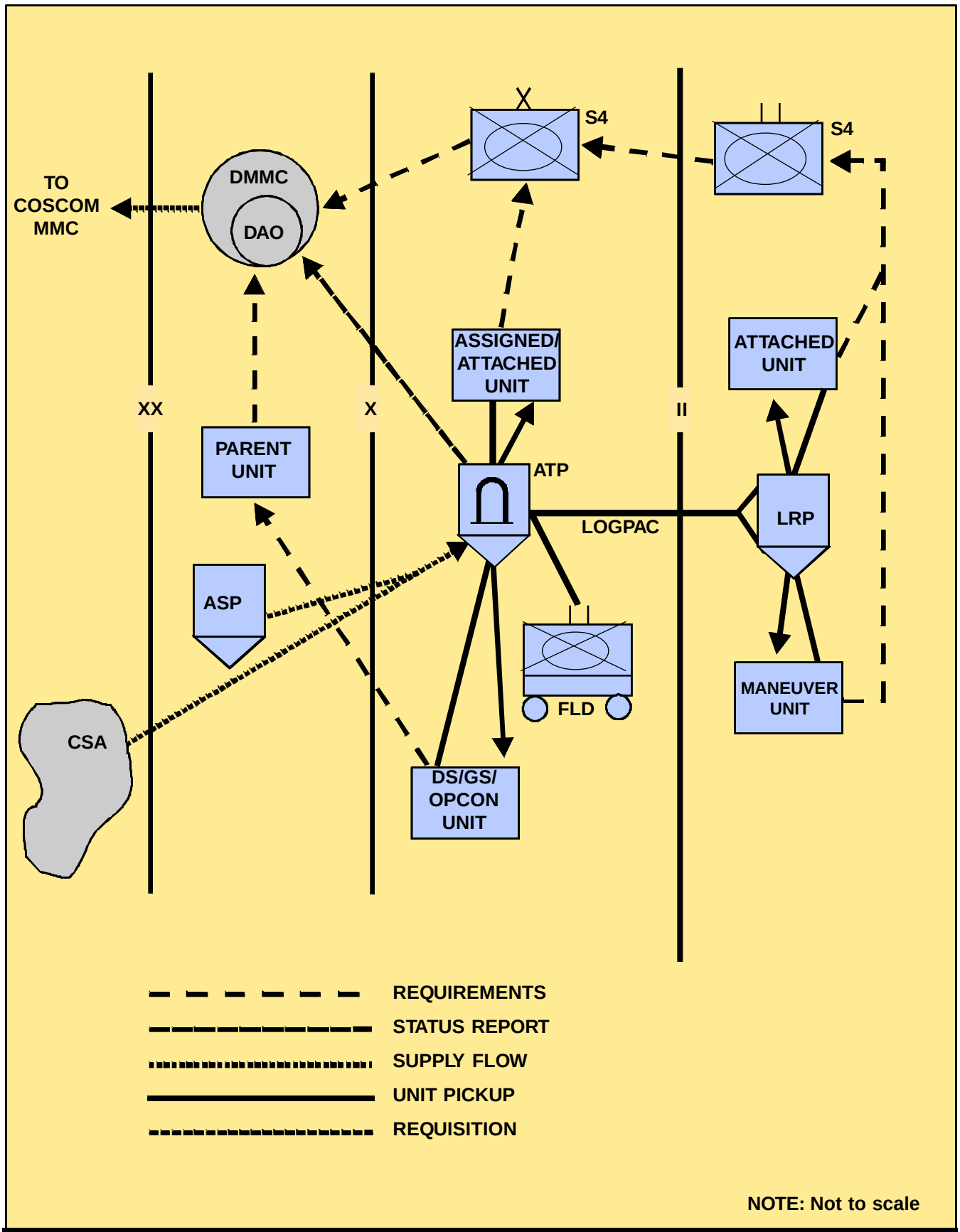

Figure 9-6. Class V Supply.

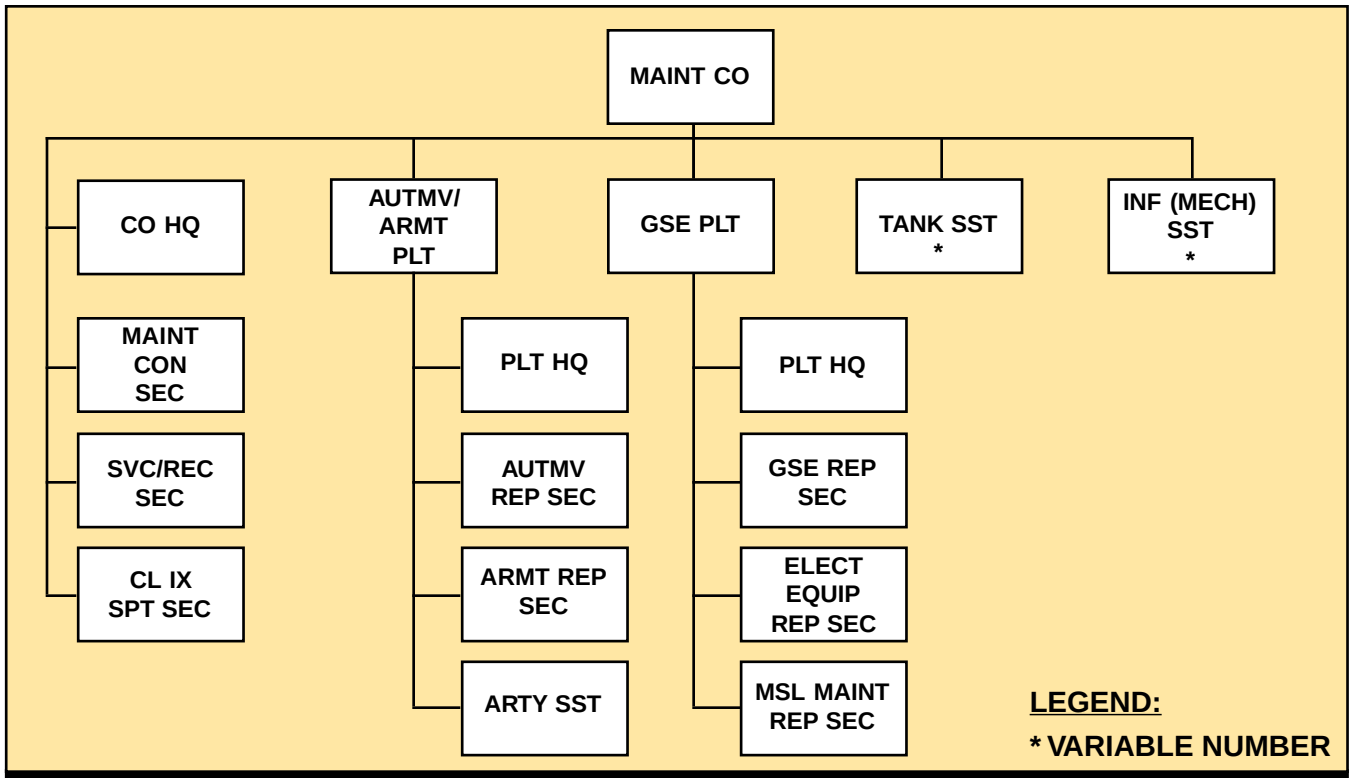

Figure 9-7. Maintenance Company.

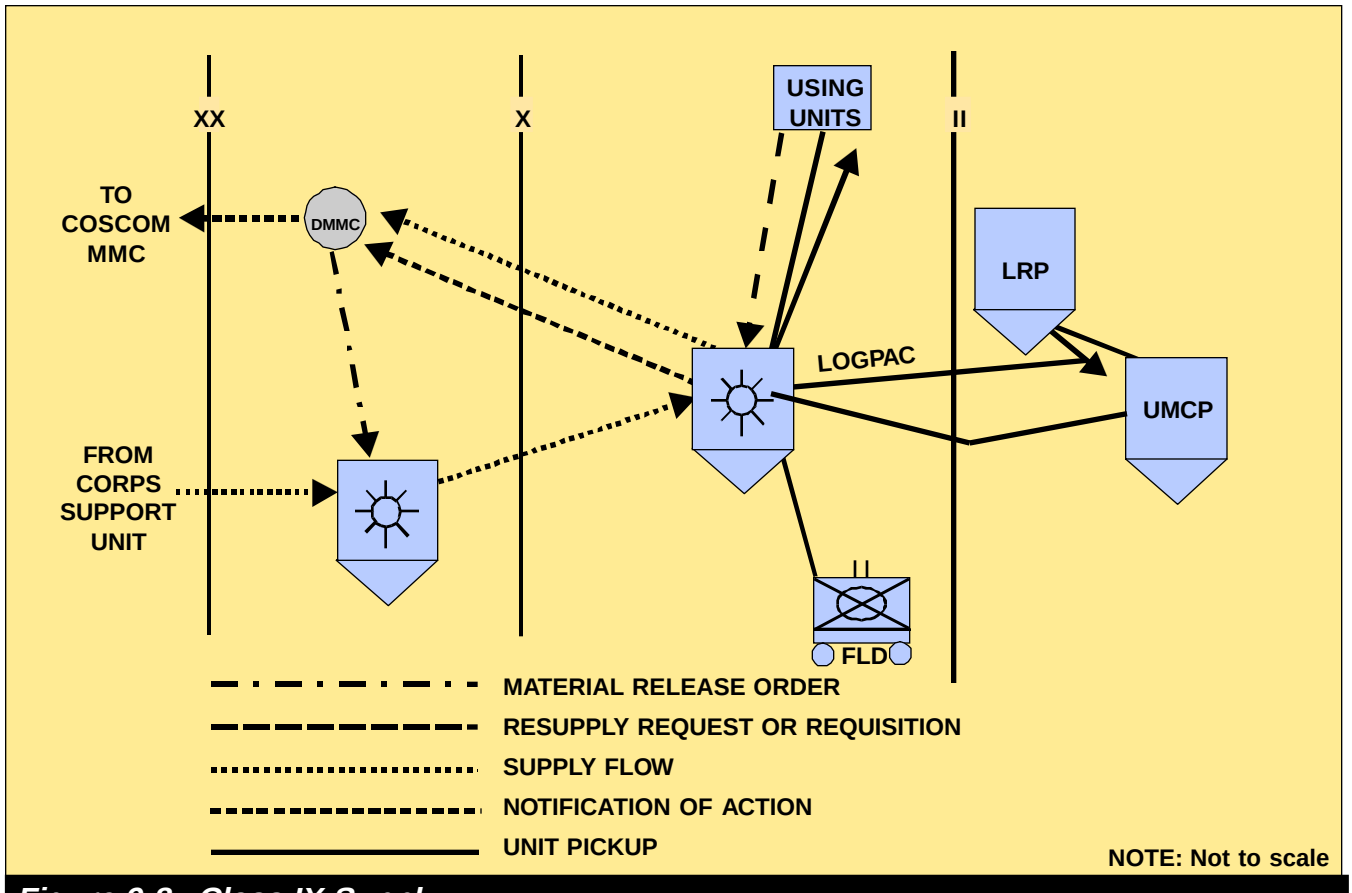

Figure 9-8. Class IX Supply.

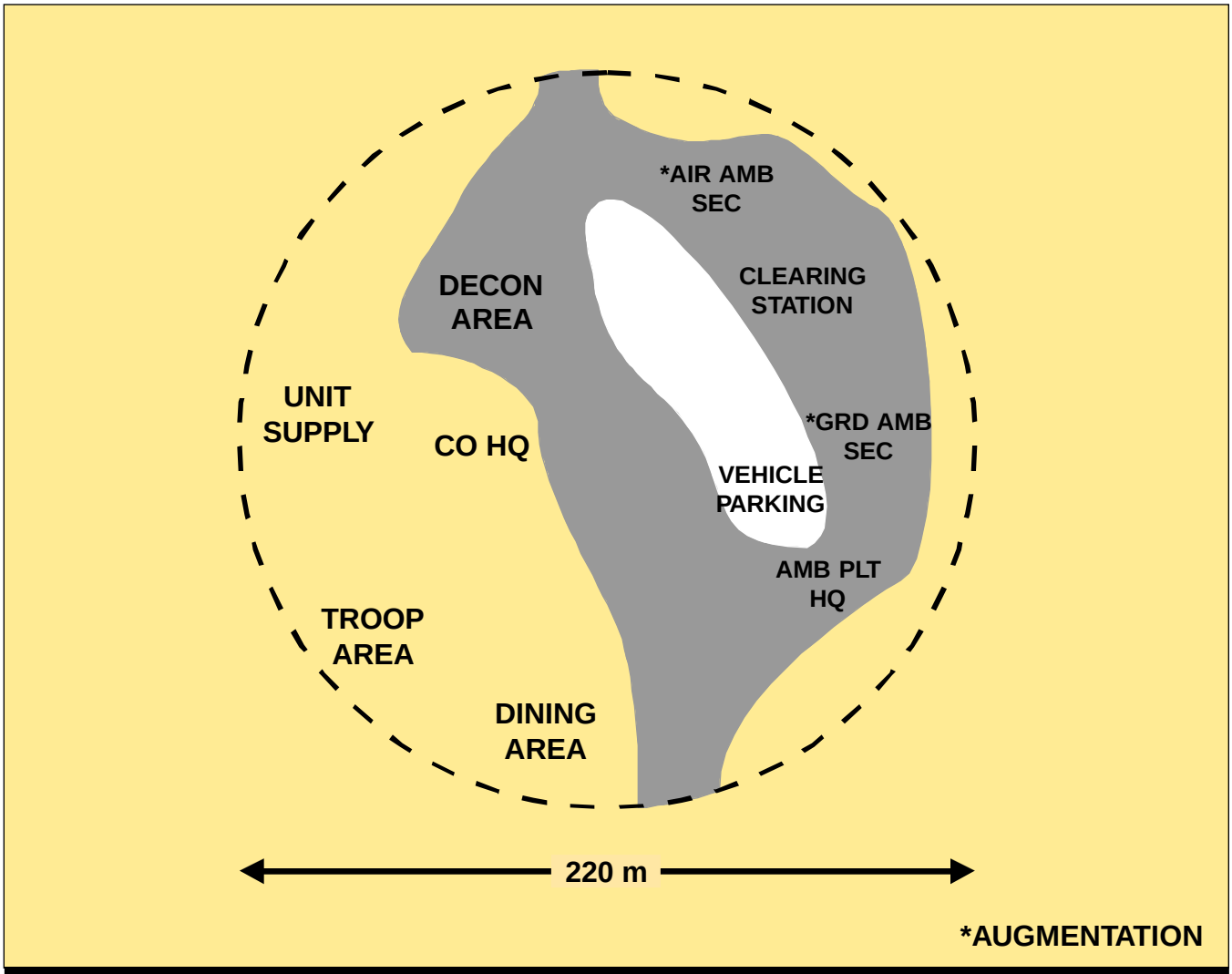

Figure 9-9. Sample Medical Company Layout.

■ RECONSTITUTION ■

Commanders have two reconstitution options--reorganization and regeneration--for returning units to a specified level of combat capability.

Reconstitution tasks include reestablishment or reinforcement of C2; cross-leveling or replacement of personnel, supplies, and equipment, using command priorities to allocate resources; conduct of essential training; and reestablishment of unit cohesion.

The commander one echelon above maintains authority for reorganization; for regeneration, authority comes from two levels above. For example, the brigade can reorganize a battalion after approval from division and can authorize the regeneration of a company under normal circumstances.

SUPPORT FOR DEEP OPERATIONS

The brigade conducts deep maneuver as part of the division or corps deep attack. Deep maneuver is an audacious, high-speed, short-duration operation. CSS is austere. Brigade units carry as much classes III and V supplies as possible, using captured enemy stocks when available and doing without where necessary. Once across the FLOT, only limited, emergency aerial resupply and evacuation are feasible, and even that is unreliable. Damaged equipment unable to maintain the pace of the operation will be abandoned and destroyed.

During deep maneuvers, there are two options for maintaining CSS to the brigade.

- **The FSB can accompany the brigade.**
- **The less complicated second alternative is to augment the maneuver battalions with classes III and V supply assets from the FSB.**

■ AERIAL RESUPPLY ■

Aviation from corps or division may transport supplies, materiel, and personnel in support of brigade operations.

If aerial resupply is used, the agency at the point of origin of the airlift is responsible for obtaining the required packing, shipping, and sling-load equipment; preparing the load for transportation by air; preparing the pickup zone; and conducting air-loading operations.

The unit at the destination of the airlift is responsible for preparing the loading zone (LZ) to accommodate aerial resupply and for receiving the load.

BATTALION TASK FORCE CSS SUPPORT
FM 71-3, FM 63-20, FM 71-2, FM 100-10

The CSS mission to sustain the combat power of the task force under dispersed and sometimes isolated conditions will be even more critical to success on the battlefield than in the past. CSS is performed as far forward as the tactical situation permits. Weapons and systems are armed, fueled, fixed, and manned in forward positions to minimize the time it takes to return them to combat.

■ CSS FUNCTIONS AND ORGANIZATION ■

The burden of CSS is removed from the company team commander, as much as possible, and placed under control of the task force. The task force commander ensures that CSS is provided, not only for his organic and attached elements, but also for any OPCON or supporting units. The task force combat trains CP is the focal point of CSS for the unit.

The six tactical functions of CSS are to man, arm, fuel, fix, move, and sustain the soldier and his systems.

Five characteristics facilitate effective, efficient logistics operations. Commanders and logisticians must *anticipate* requirements and then *integrate* logistics concepts and operations with strategic, operational, and tactical plans. Logistics operations and systems must be *responsive* to the commander, providing *continuous* support to forward-deployed forces. Finally, logisticians must *improvise* to expedite actions when needed.

■ S1 SECTION ■

The S1 section is responsible for personnel services and the general administration of the task force. The PAC supervisor and the personnel staff NCO (PSNCO) assist the S1.

■ MEDICAL PLATOON ■

The medical platoon sorts, treats, and evacuates casualties, or returns them to duty. It stocks medical supplies for the task force and provides all Class VIII support.

The medical platoon leader (a physician), with the aid of a physician's assistant (PA), operates the battalion aid station.

■ S4 SECTION ■

The S4 section is responsible for supply, transportation, and field service functions.
In combat, the S4 concentrates on seven classes of supply: Classes I, II, III(p), IV, V(e), VII, and IX. The support platoon leader, working with the S4 and HHC commander, coordinates the requisition, receipt, preparation, and delivery of Classes I, III(b), and V. The supply section coordinates the requisition, receipt, and delivery of Classes II, III(p), IV, VII, and IX.

The S4 section and the support platoon are responsible for obtaining water and maps.

■ SUPPORT PLATOON ■

The support platoon has a headquarters section, a transportation section (which includes a decontamination specialist), and mess sections. The transportation section is organized and equipped to transport fuel, ammunition, and supplies to the companies.

■ MAINTENANCE PLATOON ■

The maintenance platoon performs unit-level maintenance on all task force equipment except COMSEC and medical equipment. The platoon leader is the battalion maintenance officer.

In armor and mechanized infantry battalions, all organizational maintenance assets, including communication-electronics equipment maintenance, are consolidated in the maintenance platoon.

The administration section maintains Class IX (repair parts) and The Army Maintenance Management System (TAMMS) records.

The recovery support section provides limited welding, metalworking, and backup recovery support Battle Damage Assessment and Repair (BDAR) to the maintenance teams.

The maintenance services section provides maintenance support to the rear elements of the task force.

Company maintenance teams provide maintenance support to each of the maneuver companies.

Based on the weapons systems within a company team, maintenance teams are task-organized by the BMO.

■ PRINCIPLES ■

- **CSS functions are anticipative in nature and are performed as far forward as the tactical situation permits (BDAR).**
- **CSS planning is a continuous function.**
- **CSS staff officers and commanders must act rather than react to support requirements.**

■ SUPPORT OF COMBAT OPERATIONS ■

To ensure effective support, CSS operators and planners must understand the commander's tactical plans and intent. They must know:

- **WHAT each of the supported elements will be doing.**
- **WHEN they will do it.**
- **HOW they will do it.**

CSS planners must be able to accurately predict support requirements. They determine requirements for the:

- **TYPE of support required.**
- **QUANTITIES of support required.**
- **PRIORITY of support, by type and unit.**

Using the requirements, support capabilities are assessed by determining:

- **WHAT CSS resources are available (organic, lateral, and higher headquarters).**
- **WHERE the CSS resources are.**
- **WHEN CSS resources can be available to the maneuver units.**
- **HOW they can be made available.**

■ SUPPORT OF THE OFFENSE ■

The CSS priority must be to maintain the momentum of the attack.

The following techniques and considerations apply to CSS offensive planning.

- Position essential CSS assets, such as ammunition, POL, and maintenance, well forward in the combat trains, and ensure that basic loads remain replenished.
- Establish maintenance priorities based on the commander's guidance or intent and the factors of METT-T.
- Recover damaged vehicles only to the main supply route for further recovery by TF assets.
- Plan for increased consumption of petroleum, oil, and lubricants (POL).
- Push planned and preconfigured logistic packages of essential CSS items.
- Plan for increased vehicular maintenance, especially over rough terrain.
- Make maximum use of company maintenance teams and maintenance support teams in forward areas.
- Request unit distribution at forward locations.
- Increase use of meals-ready-to-eat (MRE).
- Use captured enemy supplies and equipment, particularly support vehicles and POL. (Before use, test for contamination.)
- Suspend most field service functions except airdrop, casualty management and mortuary affairs (MA).
- Prepare for increased casualties and additional evacuation and MA requirements.
- Select supply routes, logistics release points, and subsequent trains locations, based on METT-T.
- Plan and coordinate EPW operations; expect more EPWs.
- Plan replacement operations, based on known and projected losses.

- Consider the increasing distances and longer travel times to ammunition supply points (ASPs) and ammunition transfer points (ATPs).
- Ensure that CSS preparations for the attack do not compromise tactical plans.

■ SUPPORT OF THE DEFENSE ■

The immediate purpose of the defense is to cause an enemy attack to fail or, in contrast to offensive operations, to break the momentum of the attack.

As in offensive operations, perhaps the most critical time in the defense is the preparation stage. General considerations to be made in preparing for defensive operations include the following:

- **Pre-position limited amounts of ammunition, POL, and barrier material in centrally located battle position in the forward area. Make plans to destroy those stocks if necessary.**
- **Resupply during limited visibility to reduce the chance of enemy interference.**
- **Plan to reorganize to reconstitute lost CSS capability.**
- **Use maintenance support teams in the UMCP to reduce the need to recover equipment to the BSA.**
- **Consider the additional transportation requirements for movement to Class IV barrier material, mines, and pre-positioned ammunition.**
- **In defensive operations, pre-position ammunition on occupied and prepared positions. Plan for higher ammunition expenditures.**

■ CONTINUOUS SUPPORT ■

CSS elements conduct sustainment operations continuously; when maneuver companies are not fighting, task force CSS elements take advantage of the lull to prepare the maneuver elements for the next operation. To carry out continuous support CSS elements undertake the following actions:

- **Accomplish maintenance, repair work, and normal services whenever the opportunity exists. Repairing damaged equipment and returning it to the fight requires early diagnosis and identification of faults and is done as far forward as possible.**
- **Conduct emergency resupply when needed, but usually conduct routine resupply at night.**
- **Carefully manage personnel for continuous CSS operations. Routine details, perimeter guard, and operator maintenance use the time that support personnel do not spend on the road.**

TASK FORCE LOGISTICS ESTIMATE

A logistics estimate is an analysis of logistic factors affecting mission accomplishment. Logistics planners use these estimates to determine supportability for the COAs and to develop plans to support selected concepts of operation. The key concerns of task force logistics planners are

the status of supply classes III, IV, and V; and the operational status of tanks, BFVs, and other combat vehicles.

Logistics estimates at the battalion level are rarely written. They are frequently formulated in terms that answer the following questions.

- **What is the current and projected status of maintenance, supply, and transportation?**
- **How much of what is needed to support the operation?**
- **How will it get to where it is needed?**
- **What external (FSB) support is needed?**
- **Can the requirements be met using LOGPAC operations or are other techniques necessary?**
- **What are the shortfalls and negative impacts?**
- **What COAs can best be supported?**

TASK FORCE TRAINS

The organization of trains varies according to the mission and support assets assigned to the task force.

Trains may be centralized in one location (unit trains), or they may be located in three or more locations (echeloned trains), as shown below.

The task force CSS assets are normally echeloned into company combat trains, battalion combat trains, and battalion field trains.

The most forward CSS elements are the company combat trains.

The battalion combat trains include the company combat trains CP, medical platoon elements, decontamination assets, all uploaded class III and V vehicles, elements of the communications platoon, and the nearby UMCP, with some supporting elements from the FSB.

The battalion combat trains should be close enough to the FLOT to be responsive to the forward units, but not within direct fire range of the enemy fire. The following factors govern the positioning of the combat trains:

- **Communications are required between the combat trans CP, the main CP, the field trains CP, brigade rear CP, and forward units.**
- **Room for dispersion and cover and concealment from both air and ground observation are desirable.**
- **The ground must support vehicle traffic.**
- **A suitable helicopter landing site should be nearby.**
- **Routes to logistical release points or to company positions must be available.**
- **Movement into and out of the area must not be restricted.**

- **Built-up areas are good locations for trains. They provide cover and concealment for vehicles and shelter that enhances light discipline during maintenance.**
- **The BMO establishes and supervises the UMCP, which provides forward maintenance support to the task force.**
- **The field trains are usually in the BSA and are controlled by the HHC commander.**
- **The BSA is that portion of the brigade rear area occupied by the brigade rear CP, the FSB, and the task force field trains.**

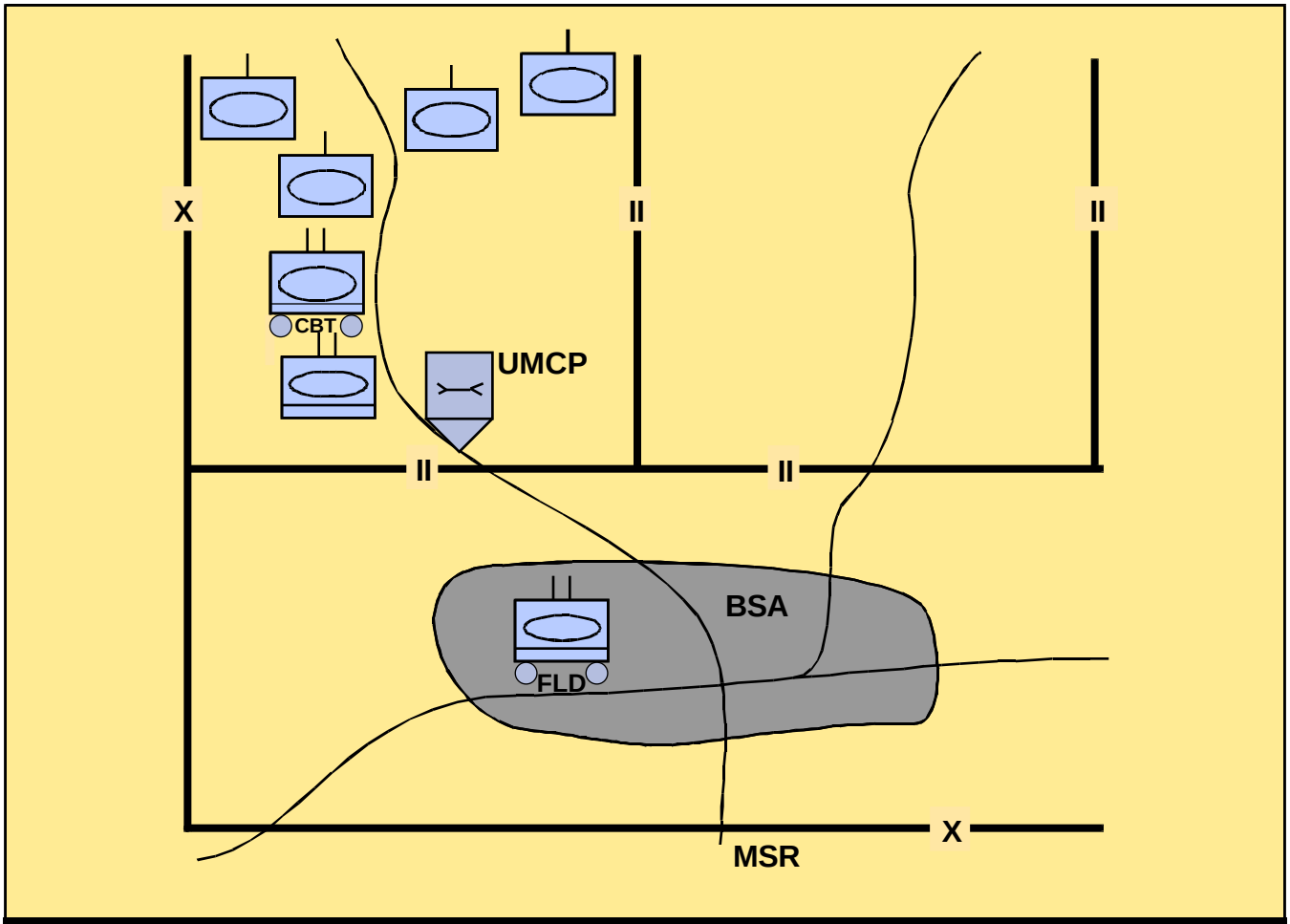

Figure 9-10. Echeloned Trains.

■ LOGPAC OPERATIONS ■

The most efficient resupply of forward task force units is accomplished by logistics packages (LOGPACs).

Task force SOP establishes the standard LOGPAC. Normally, a company team LOGPAC includes the following:

- **Unit supply truck. This vehicle contains the Class I requirements based on the ration cycle--normally, one hot meal and two MREs per man.**
- **POL trucks. Bulk fuel and packaged POL products are on these vehicles.**
- **Ammunition trucks. These vehicles contain a mix of ammunition for the weapons systems of the company team.**
- **Vehicles carrying additional supplies and replacements.**

CSS FOR CROSS-ATTACHMENTS

■ TYPES OF CROSS ATTACHMENTS ■

There are two types of cross-attachments that require different CSS considerations-- between task forces and within a task force.

Cross-attachment Between Task Forces. When a company is cross-attached, the CSS necessary to support it is also cross-attached. This slice is established by higher headquarter SOP and usually consists of medical and maintenance support and supply assets for Classes I, III, V, and IX.

Cross-attachment Within a Task Force. When company teams are formed, the CSS requirements for each of the teams change from those of the base company organization. For example, a tank-heavy team (two tank platoons, one mechanized infantry platoon) has more personnel than the tank company and has different vehicles. These changes require support changes in the following areas:

- **Class I and mess.**
- **Class III.**
- **Class V.**
- **Class IX and maintenance.**

■ COORDINATION AND CONTROL ■

The coordination requirements for cross-attachment of CSS assets are established in higher headquarters' SOP.

■ MOVEMENT ■

Movement from one task area to the other may be done by one of two principal methods.

- **Movement under control of the cross-attached company commander.**
  -Advantages. It provides protection for the displacing CSS assets; it allows immediate refueling to the unit after its move.
  -Disadvantages. Time must be allowed for the company and the CSS assets to link up.

MOVEMENT continued

- **Movement by element (this method is frequently employed when the cross-attached company does not have to displace).**
  - **-Advantages. Assembly of the company and its supporting elements is not required.**
  - **-Disadvantages. No protection is provided to the moving elements**

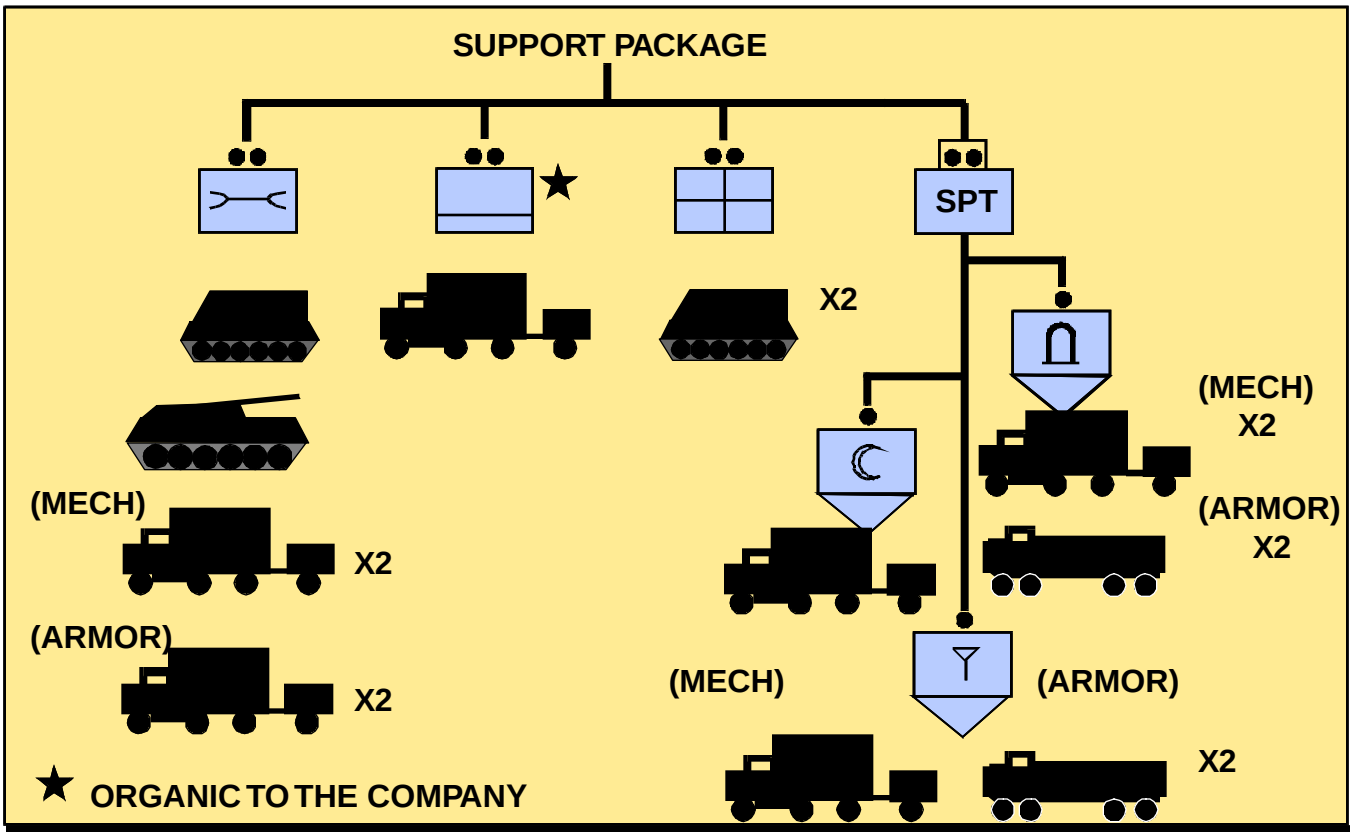

Figure 9-11. Detached Company Normal Service Support Package.

TRAINS SECURITY

CSS elements behind the FLOT form base clusters and must be prepared to defend themselves against guerrillas and partisans, and forces (Levels I and II threats) that have broken through or bypassed the defense.

SUPPLY

The supply system provides many types of supplies to the task force. The most important of these are ammunition, POL, and repair parts for weapons systems. To ensure continuous support, supplies are provided as far forward as the tactical situation will permit.

■ SUPPLY OPERATIONS ■

The task force always maintains some combat-essential supplies and repair parts. These are called combat loads, basic loads, and prescribed load lists.

The task force uses two methods to replenish its stocks.

- **Supply point distribution. The task force, using organic transportation, goes to the supply point to pick up supplies.**
- **Unit distribution. Supplies are delivered to a unit by transportation assets other than its own.**

■ CLASSES OF SUPPLY ■

Supplies are grouped into ten classes (Class I through X) and miscellaneous supplies.

Class I	**Subsistence items.**
Class II	**Clothing, individual equipment, tentage, organization tool sets and kits, handtools, and administrative and housekeeping supplies and equipment (including MOPP suits and decontamination items).**
Class III	**POL (fuel, lubricants, and hydraulic oil).**
Class IV	**Construction materials including all fortification and barrier materials.**
Class V	**Ammunition of all types. Class V supply is based on a required supply rate (RSR) (set by S3 or G3) and a controlled supply rate (CSR) (determined by the theater commander).**
Class VI	**Personal demand and morale items, such as candy, cigarettes, soap, and cameras (nonmilitary sales items), and sundry packs.**
Class VII	**Major end items, such as launchers, tanks, and other vehicles. Major end items are issued in combat, based on battle loss reports.**
Class VIII	**Medical materiel, including repair parts peculiar to medical equipment.**
Class IX	**Repair parts and components, including kits, assemblies, and subassemblies--reparable and nonreparable--that are required for maintenance support of all equipment.**
Class X	**Material to support nonmilitary programs such as agriculture and economic development (not included in Classes I through IX).**

SUPPORT OF NIGHT OPERATIONS

While all classes of supply are affected by night combat, Classes I and III present the most significant problems.

Other items of supply for night operations vary in demand, depending on weather, terrain, and type of operation under consideration. Units must expect an increased demand for:

- **Engineer tape and stakes.**
- **Tarpaulin shelters.**
- **NVD batteries.**
- **Flashlights and filters (green, blue, red, and infrared).**
- **Luminous tape and paint.**
- **Red lens goggles.**
- **Replacement bulbs.**
- **Replacement NVDs.**
- **Chemical light sticks.**

MAINTENANCE

Maintenance involves inspecting, testing, servicing, repairing, requisitioning, and recovering. Repair and recovery are completed as far forward as possible, at the lowest capable echelon.

■ MAINTENANCE TERMS ■

The following are explanations of some common maintenance terms.

Maintenance Support Team (MST). A mobile team made up of various members of System Support Teams (SST) from the FSB maintenance company, organized and equipped to provide forward support.

Unit Maintenance Collection Point (UMCP). A collection point operated by the battalion maintenance platoon. It is the first point to which task force maintenance teams recover equipment, and at which some DS maintenance is performed.

Maintenance Collection Point (MCP). A point operated by any maintenance organization other than the owning unit.

Controlled Exchange. The removal of serviceable repair parts and components from unserviceable but reparable vehicles.

Cannibalization. The removal of serviceable and unserviceable parts and components from damaged equipment or destined for salvage.

Battlefield Damage Assessment and Repair. The act of inspecting vehicle battle damage to determine its extent, classifying the type of repairs required, and determining the maintenance activity best suited to accomplish the repair; and, if possible, making repairs (on the spot) to return the vehicle to mission-capable status.

Company Maintenance Team (CMT). A team from the maintenance platoon that is organized and equipped by a modified table of organization and equipment (MTOE) to provide forward unit maintenance support.

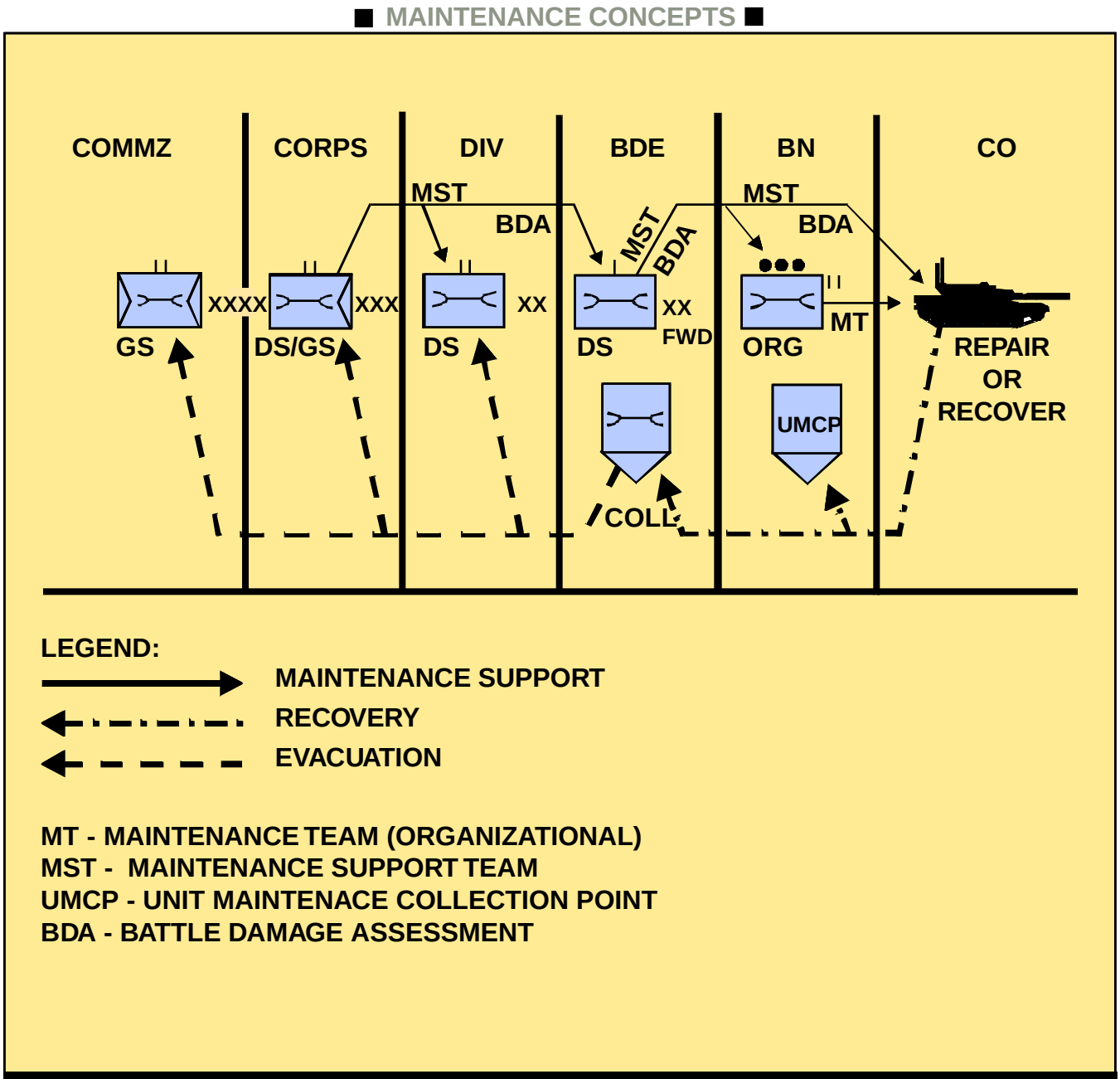

Figure 9-12. Maintenance Support in the Theater.

The following discussion of battlefield maintenance concepts places the various maintenance echelons into proper perspective.

The BMO task-organizes the maintenance platoon based on his analysis of current and anticipated requirements. He is concerned with providing the appropriate support at each of three locations: the maneuver company, the UMCP, and the field trains.

The BMO positions recovery vehicles and M113s, with crews, to support each company.

The UMCP is normally task-organized with the maintenance platoon headquarters (-), one PLL truck from the administration section, the remaining VTRs from the recovery section, track automotive and turret repair teams from the service section, the wheeled-vehicle assets from the company maintenance teams, and the DS MST.

The remainder of the maintenance platoon is in the field trains under the control of the battalion motor sergeant.

FIELD SERVICES

This section describes field services provided to the task force.

■ MORTUARY AFFAIRS ■

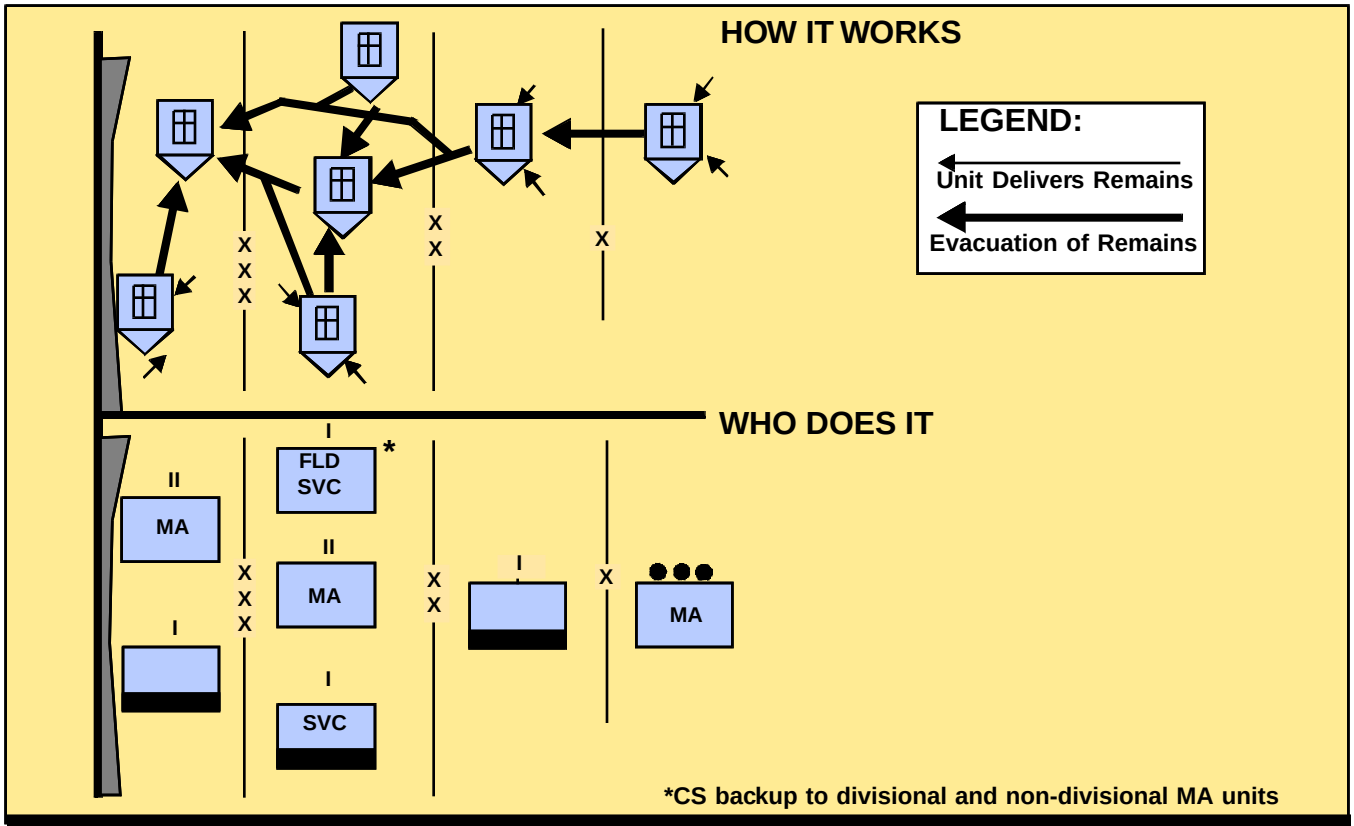

Figure 9-13. Mortuary Affairs.

The MSB supply and service company provides mortuary affairs services. Mortuary affairs at task force level consists of three functions: collection, identification, and evacuation. This MSB supply and service company obtains casualty feeder reports (DA Form 1156), and witness statements (DA Form 1155) as completed by the soldier who has knowledge of the casualty, and sends these to the field trains with the returning LOGPACs.

■ SHOWER, LAUNDRY, CLOTHING RENOVATION (SLCR) ■

When the tactical situation permits, corps CSS (COSCOM) provides SLCR.

■ SALVAGE ■

The FSB supply company provides salvage services. The FSB supply company establishes a salvage collection point in the BSA.

■ AIRDROP/AIRLIFT ■

Corps and division aviation brigade assets provide aircraft for airdrop/airlift support. COSCOM provides riggers and airdrop maintenance units.

■ PERSONNEL AND HEALTH SERVICES SUPPORT ■

Personnel and health service support functions sustain the morale and welfare of the soldier. At battalion level, these include personnel and administrative (P&A) services, chaplain activities, legal services, finance services, public affairs, postal services, EPW support, and health services support.

PERSONNEL SERVICE SUPPORT (PSS)

Personnel and Administrative (P&A) services include the following:

- **Personnel Services (8 components)**
  - **Personnel Readiness Management**
  - **Personnel Accounting and Strength Reporting**
  - **Casualty Operations Management**
  - **Replacement Management**
  - **Personnel Information Management**
  - **Postal Operations Management**
  - **Morale, Welfare, Recreation and Community Support**
  - **Essential Personnel Services**
- **Resource Management**
- **Financial Services**
- **Chaplaincy Activities**
- **Command Information Services**
- **Legal Service Support**

■ PRISONERS OF WAR ■

The S1 plans and coordinates EPW operations, collection points, and evacuation procedures. Prisoners of war are evacuated from the task force area as rapidly as possible. The capturing company is responsible for guarding prisoners until relieved by proper authority, recovering weapons and equipment, removing documents with intelligence value, and reporting to the main and combat trains CPs. Prisoners may be evacuated to the vicinity of the combat trains or UMCP for processing and initial interrogation.

HEALTH SERVICES SUPPORT

■ PLANNING ■

The medical platoon leader or battalion surgeon and S1 plan task force health service support. The battalion medical platoon provides this support. The FSB medical company provides backup support.

■ ORGANIZATION ■

The medical platoon is organized with a platoon headquarters, a treatment squad, an ambulance section, and a combat medic section.

- **The platoon headquarters and the medical treatment squad can form one or two battalion aid stations (BASs) capable of operating either from or forward of the combat trains.**
- **The ambulance section operates from company trains and from the BAS.**

Battalion Aid Station. This facility has medically trained personnel to stabilize patients for further evacuation, to perform immediate lifesaving or limb-saving techniques, and to treat minor wounds or illnesses and return the latter patients to duty. Other functions of the BAS include:

- **Receiving and recording patients.**
- **Notifying the S1 of all patients processed and the disposition of casualties as directed by SOP.**
- **Preparing field medical records, and verifying information on field medical cards.**
- **Requesting and monitoring aeromedical evacuation.**
- **Monitoring personnel, when necessary, for radiological contamination before medical treatment.**
- **Decontaminating and treating small numbers of chemical casualties.**
- **Monitoring the activities of aid/evacuation teams.**

Medical Evacuation. Medical evacuation is the responsibility of the next higher level of medical support; for example, the FSB medical company evacuates patients from the BAS, or coordinates medical evacuation from corps resources.

- **Medical evacuation within the task force is routinely done by the medical platoon ambulance section.**
- **Aeromedical evacuation out of the task force sector is used as much as possible.**

Medical Supply and Property Exchange. The medical platoon maintains a two-day stockage of medical supplies. To prevent unnecessary depletion of blankets, litters, splints, and the like, the receiving medical facility exchanges like property with the transferring agency.

Preventive Measures. Commanders can reduce disease and nonbattle injury by emphasizing preventive medicine, safety, and personal hygiene.

RECONSTITUTION/REORGANIZATION/REGENERATION (FM 100-9)

■ RECONSTITUTION ■

Battalion units that have been catastrophically depleted or rendered ineffective are returned to combat effectiveness by reconstitution.

Reconstitution consists of the actions to restore units to a desired level of combat effectiveness commensurate with mission requirements and availability of resources. Commanders reconstitute by either reorganization or regeneration.

■ REORGANIZATION ■

Reorganization is the action taken to shift resources within a degraded unit to increase its combat power. Measures taken include cross-leveling equipment and personnel, matching operational weapons systems with crews, or forming composite units.

Immediate battlefield reorganization is the quick and often temporary restoration of units, conducted during an operation.

Deliberate reorganization is a permanent restructuring of the unit. It is the type of reorganization considered during reconstitution planning.

■ REGENERATION ■

Regeneration is not a battalion commander's prerogative. It consists of incremental or whole-unit rebuilding through large-scale replacement of personnel, equipment, and supplies; reestablishing or replacing essential command, control, and communications; and conducting the necessary training for the rebuilt unit.